



July 14, 2005

To: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers

From: Administrator

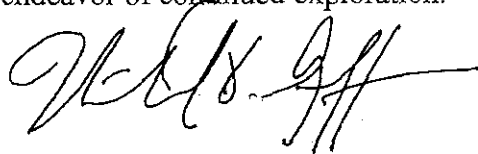
Subject: One NASA – Looking Forward

The One NASA effort was chartered with three overarching goals: 1) making decisions for the common good; 2) collaborating to leverage existing capabilities; and 3) standardizing to achieve efficiencies. These goals remain important to our achievement of the Vision for Space Exploration (VSE). The One NASA Team has established a prioritized list of actions they will pursue, working with the appropriate offices, to enable our implementation of the VSE. Those actions include:

- Streamlining the funds transfer process across the Agency.
- Executing the recommendations of the Competition Working Group to help implement a balanced use of competition and collaboration.
- Reviewing the processes by which our functional offices and Mission Directorates work with our centers to coordinate actions and reduce overhead requirements.
- Reviewing our current portfolio of operational initiatives to assure their relevance and effectiveness.
- Conducting a feasibility study for integrating some of our existing collaborative tools so that we enhance program/project effectiveness.

I am absolutely committed to our pursuit of the Vision for Space Exploration and I have worked to focus our activities on that pursuit. As NASA moves forward, I intend to use the One NASA effort as an integration point for ongoing initiatives to improve the effectiveness and efficiency of cross-agency operations. Accordingly, the One NASA Team will report to the Office of Program Analysis and Evaluation, as part of ongoing reviews of NASA programs, project and institutions. The One NASA Team will report, as appropriate, to NASA's Operations Management Council and focus on removing impediments to accomplishing our mission objectives.

I thank all of the NASA Family for its continued support of the One NASA ideal as we better focus our efforts and apply our many unique capabilities toward the challenging endeavor of continued exploration.

A handwritten signature in black ink, appearing to read "M. D. Griffin", with a long horizontal stroke extending to the right.

Michael D. Griffin